

Introduction

Purpose

Vermont's State Homeland Security Strategy (SHSS) has been developed to identify the priorities for enhancing local, regional and state capabilities to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events. It is understood that Vermont cannot prepare for every possible hazard; however, through careful capabilities-based planning we can strategically allocate resources to enhance our preparedness and response. The SHSS has been developed based upon the annual State Preparedness Report (SPR) most recently conducted in December, 2011 by local, state and regional stakeholders who are subject matter experts in their field.

In the event of a terrorist attack or major disaster, the Vermont Department of Public Safety will assume primary responsibility at the state level to ensure that emergency response organizations are adequately prepared and supported before, during and after a crisis. The Vermont Department of Public Safety will also be responsible for the liaison to federal authorities during a terrorist or major catastrophic incident and fulfill the role for Vermont as outlined in the National Response Framework. This will entail preparing for a crisis through planning, organizing, equipping, training and exercising. It will also require close coordination and a comprehensive state and local response to any large-scale crisis, mounting a swift and effective recovery effort. The Vermont Department of Public Safety will make citizen preparedness a priority. Educating Vermont's families on how to be prepared for a disaster and tips on how to respond in a crisis will be given special attention.

The Vermont State Police is responsible for coordinating efforts to anticipate, detect and deter threats to Vermont whenever possible. The Vermont Homeland Security Unit (VTHSU) is responsible for assessing the vulnerabilities of Vermont's critical infrastructure and will take the lead in evaluating these vulnerabilities and coordinating with federal, state, local and private partners to ensure the most effective response. Vermont Emergency Management Division (VEM) will facilitate and coordinate state level response support for all hazards incidents that exceed local capabilities to resolve. Vermont Homeland Security is responsible for preparing local first responders with training they need to safely respond to and mitigate during a response to WMD or terrorist attack. This training may be used in everyday responses and include the National Incident Management System and the myriad of WMD courses. Additionally, intelligence and information sharing is a responsibility overseen by Vermont Homeland Security. During times of terror, this will be a primary mission.

The state of Vermont will apply all the resources available from the various federal, state and local preparedness programs to address unique planning, organization, equipment, training and exercise needs. These programs assist in building enhanced and sustainable capabilities to prevent, protect, respond to and recover from any all hazards incident or pre-planned event.

Vision

The September 11th, Oklahoma City, Madrid, London and 1993 World Trade Center attacks coupled with the most recent lone terrorist attacks and threats on aircraft and in the homeland highlight the fact that domestic and international terrorist groups, as well as lone individuals, have the resources and commitment to operate with deadly accuracy anywhere in the world. A terrorist/criminal committed to a cause, whether acting alone or on behalf of an international terrorist organization, can cause mass casualties, economic instability, long-term contamination of the environment and the disabling of critical infrastructure. Non-terrorism related catastrophic incidents such as Hurricanes Katrina and Rita, a pandemic, an earthquake or a nuclear power plant failure suggest that the same effects can be experienced from natural or accidental causes.

Vermont adheres to an all hazards approach to disaster response. It is understood that no single agency or level of government has all the necessary resources to effectively prevent, protect, mitigate, respond to and recover from the effects of a large-scale disaster, such as Tropical Storm Irene in 2011. The vision of the State Strategy is to bring together first responders, government, citizens and the private sector to effectively plan for, prevent, protect against, mitigate, respond to and recover from all hazards incidents. Vermont has identified key stakeholders to participate in developing and enhancing emergency responder capabilities that are in line with National Priorities. These stakeholders actively participate in this process to ensure all perspectives are considered, resulting in a better prepared state.

History has demonstrated that catastrophic incidents can quickly overwhelm all entities of government and first responders. One example of Vermont taking a proactive step relating to disaster response was in 2006 when the Governor of Vermont signed into legislation the creation of four Public Safety Districts. Vermont's State Emergency Operations Plan conceptualized Regional Coordination Centers within each District. In a catastrophic regional or statewide incident or event when the State Emergency Operations Center may be overwhelmed, these centers will coordinate resources between state and local jurisdictions. The locations for these Regional Coordination Centers have been identified and equipment and training for the positions to be staffed is planned. The first Regional Coordination Center was exercised during the 2010 calendar year.

Focus

Vermont State Police personnel face many challenges as they strive to protect Vermont's citizens, critical infrastructure, historic landmarks and way of life. Vermont's northern border, shared entirely with Canada, is approximately 89 miles in length and is comprised of land area as well as two large bodies of water: Lake Champlain and Lake Memphremagog. Both lakes define a portion of the Vermont/Canadian border and provide recreational access to both countries. Lake Champlain is part of the Intracoastal Waterway and is the nation's sixth largest lake. Montreal, Quebec, with a population of 3.4 million, is the closest large city and is located 72 miles north of the international border and approximately 110 miles from Burlington, Vermont's largest city. Vermont has two interstate highway systems that serve as major transportation corridors through which high volumes of commercial motor vehicles travel to both Quebec and Montréal. Vermont is also connected to Canada through an international railroad system.

During the winter months, heavy snowfall can make a portion of the border region inaccessible. The two major lakes can freeze during winter months, making the lakes accessible by foot, ATV, snowmobile or other means and thus potentially exploited by criminals. The porosity of the border and the known existence of criminal organizations (to include terrorist cells) within two hours of the Vermont/Canadian border make it a concern for law enforcement.

Natural disasters that have previously occurred within the northeastern United States and eastern Canadian Provinces provide information about what Vermont can reasonably expect and the damages that may result during all hazards incidents. Examining disasters that have occurred throughout the nation provides useful information for planning purposes. Such potential hazards have been inventoried and assessed to include: flooding, ice storms and other extreme weather events. Vermont also frequently responds to a variety of Hazardous Material incidents, such as tractor trailer and rail incidents.

Entergy Vermont Yankee nuclear power facility is located in Vermont, with an Emergency Planning Zone that covers parts of Vermont, Massachusetts and New Hampshire and creates a challenge in dealing with the implementation of multiple State Emergency Operations Plans. Although Vermont has few nationally recognized critical infrastructure sites, numerous government and private sector resources have been identified as State Critical Infrastructure or Key Resources (CI/KR). If this State CI/KR were damaged or destroyed, the results could create significant casualties, economic instability or cause damage to public morale and confidence within our state.

Coordination

The Governor of Vermont has designated the Vermont Department of Public Safety as the State Administrative Agency (SAA) and the Commissioner of Public Safety as the State Administrative Agent for the State Homeland Security functions. The Director of the Homeland Security Unit has been designated as the Homeland Security Advisor. The Governor's Homeland Security Advisory Council (GHSAC) was formed through Executive Order by the Governor on February 20, 2003 and updated in 2012. The Council includes members from the following communities as appointed by the Governor: Volunteer Firefighters / EMS, Professional Firefighters, Career Fire Chiefs, Vermont State Police, Municipal Police, Sheriffs, Federal Government, Municipal Government, and Private Community Organizations. The Council also includes the following members or their designees: The Adjutant General, Director of Emergency Management, Secretary of Administration, Speaker of the House and a member of the Senate. The Secretary of Civil and Military Affairs, the Commissioner of Health, and the Commissioner of Public Safety are ex officio members of the Council. The GHSAC receives updates from the Director of Vermont Homeland Security on local and regional issues and the distribution of federal homeland security grants.

The Homeland Security Unit developed the state NIMS Implementation Plan in a collaborative effort with local first

responders and state officials in 2005. The plan is reviewed annually by the state NIMS working group. The Vermont Public Safety Academies are tasked with delivery of ICS training. Vermont currently trains with and utilizes the National Incident Management System developed by FEMA, US Department of Agriculture, National Wildfire Coordinating Group and the National Fire Administration. Training is offered to first and second responders, emergency support personnel and non-governmental organizations who request the training through the two Public Safety Academies. Vermont is currently in the process of training responders in ICS position specific roles. Vermont will utilize the FEMA train the trainer model for ICS position specific training.

The four Public Safety Districts are geographically aligned with the Vermont State Police Troop Areas. Each District is managed by the respective State Police Troop Commander. Troop Commanders have been designated as the Public Safety District Coordinators. The Public Safety District Coordinators will discharge emergency management powers within their district to ensure that situational awareness is maintained, a communications plan exists, the Incident Command System is utilized, pertinent intelligence is shared, provide support and coordination with local command and implement the state infrastructure protection plan in any multi-jurisdictional response to a major or catastrophic crisis.

Development of Vermont's 2013 State Strategy involved a broad spectrum of stakeholders from emergency response and support organizations throughout Vermont. Additionally, there was representation from support organizations including hospitals, State Agencies, private sector and local and regional emergency planning organizations. These representatives varied in expertise from supervisory, mid-management and executive levels of their respective organizations and serve to represent the stakeholders' viewpoints at the local, district (Public Safety District, EMS District, Local Emergency Planning Committees, Regional Planning Commission), statewide and regional (interstate, international) level. Specific subject matter experts in HAZMAT, Urban Search and Rescue (USAR), swift water, Bomb, interoperable communications, intelligence and information sharing, medical surge capacity and mass prophylaxis assessed Vermont's capabilities through the State Preparedness Report.

The key stakeholders and the representatives mentioned above comprise the Statewide Grants Review Committee and capabilities-based Working Groups. These Working Groups convene to update the State Homeland Security Strategy and assists the Vermont Homeland Security Unit with writing grant applications. Vermont's Homeland Security Unit staff act as facilitators to each group. The Working Groups draft Investment Justifications and submit them to the Vermont Homeland Security Unit for review. Upon review of the application by the Vermont Homeland Security Unit and the Commissioner of Public Safety (SAA), the final application is submitted.

Effort

Established capabilities-based Working Groups consisting of subject matter experts are in place to review and assess Vermont's position relating to the 8 National Priorities and the Core Capabilities.

Interoperable communications continues to be Vermont's number one priority. The Working Group formed to address interoperable communications is known as the Vermont Communications (VCOMM) Board. VCOMM's mission is to assess the state's overall interoperable communication capability, policies and needs; to advise on strategies to create an interoperable, accessible radio system for police, fire and emergency service responders that links local, state and federal agencies in Vermont as well as international and regional agencies in Canada and our neighboring states and to meet mandates from the Federal government.

Strengthening the state of Vermont's CBRNE resources is also a priority. Through analysis, this Working Group identified areas of improvement to include the enhancement of training and exercising Vermont's first responders.

A priority identified for Vermont, based on an analysis, is Vermont's information sharing, analysis and dissemination capability. This capability is spearheaded by a group of state and local law enforcement representatives, working together to ensure that the right decision makers receive the right information in the appropriate timeframe. This will be facilitated by the Vermont Information and Analysis Center (VIAC). The VIAC undertakes an all crimes approach in producing real-time, accurate and actionable intelligence. The VIAC utilizes a regional intelligence sharing platform that serves Vermont, northeast states and Canada. Vermont's statewide information sharing platform has existed since 1997, is operated by the Vermont Law Enforcement Community and maintained by the VIAC. Ongoing information sharing initiatives will enable all law enforcement agencies within the state to participate in this vital national priority. The Vermont Joint Terrorism Task Force

(JTTF) has been with the VIAC, increasing the collaboration efforts between the two entities. This collaboration will place demands on the VIAC thereby creating the need for additional staffing resources.

Additional areas of focus include the following:

- Focusing on Citizen Preparedness and providing them with the training to enable them to be self sufficient during a disaster.
- Protecting and improving the infrastructure within Vermont is an area to be focused on by implementing the Critical Infrastructure Protection Plan.
- Training and exercising is a priority for Vermont, looking to improve capabilities at the local and state level in the areas of: Operational Coordination (formerly On-site Incident Command and Emergency Operations Center Management) and Planning.
- Identifying a resource management process to be utilized within the State Emergency Operations Center is a continued focus for the coming year.

Description of Jurisdictions

Following the terrorist attacks on September 11, 2001, the Governor of Vermont, at the recommendation of the State Terrorism Task Force, approved the four Vermont State Police Troop Areas to serve as the Terrorism Management Districts for planning and response purposes. The Terrorism Management Districts were changed in State Statute in July 2006 to Public Safety Districts, with designated coordinators with emergency management authority within those districts, and to reflect an all hazards approach to threats facing the state.

The Vermont State Police currently coordinates with local emergency response organizations in the state for major incidents in their role as the public safety district coordinators. The Public Safety District Coordinators are available to assist all municipalities in the state for major incidents or pre-planned events. The Public Safety District Coordinators will provide assistance in command, control and communications support for any local Incident Commander in the event of an all hazards incident. The State Police and other state personnel will support the local Incident Commander utilizing a Unified Command structure.

The state of Vermont is divided into 246 local municipalities: 237 towns and nine cities. Over one-half of the municipalities contain less than 1,000 residents. Most of the local municipalities have active first response organizations; however, their ability to respond to complex incidents involving hazardous materials, such as WMD chemical and biological agents, is limited by a lack of trained personnel and specialized equipment. Local departments rely on mutual aid and/or state agencies for additional personnel and equipment and other necessary resources.

Regionalization and Mutual Aid

Vermont is a small state that relies on intrastate, interstate and international mutual aid to respond to all hazards events. Traditionally, an informal system of mutual aid between the first responder communities existed; however, steps have been taken to formalize this mutual aid process. By leveraging the Homeland Security Grants, the first responder community has agreed to a local and, when appropriate, statewide regional mutual aid approach for responses to major events. These mutual aid agreements conform to current state laws that protect first responder's liability and are designed to prevent, protect against, mitigate, respond to and recover from a major incident. Local agencies have established Mutual Aid Agreements (MAAs) with surrounding and bordering states and have maintained them for years. Over the past eight years, local agencies have worked toward formalizing MAAs utilizing the NIMS guidance established in 2004. Currently, there are three state laws that allow Vermont to share resources with other states and in one instance with Canada. The first such law is the New England State Police Administrative Compact. This interstate compact allows for the sharing of State Police resources anywhere in New England. This was most recently activated during the Democratic National Convention in Boston in 2004. The second law that allows Vermont to share resources outside the state is the Emergency Management Assistance Compact. This compact allows for the sharing of resources throughout the country and was used extensively during the national Hurricane crisis faced in 2005. The last law that allows Vermont to share resources with neighboring states and Canada is the International Emergency Management Assistance Compact. This law allows Vermont to share resources with all the New England States and six Provinces in Canada.

It will be the responsibility of the Public Safety District Coordinator to direct resources with the State Emergency Operations Center and the Joint Field Office (JFO) to the incident commander during catastrophes. It is the state's goal to continue to build capabilities within these districts to support events such as mass decontamination, mass casualty, USAR operations, swift water rescues, and major investigative responses to a WMD/major event. This will dovetail with the National Response Framework should a major incident occur that requires a federal response.

Vermont has taken steps forward in the area of regional collaboration with regards to information sharing. The VIAC has been established on a local, state, regional (New England and New York), Federal (FBI, DHS, USCG), and International (Quebec) level. Vermont has solidified this collaboration effort with formal agreements.

Goals, Objectives, and Implementation Steps

- 1. Goal:** Establish interoperable communications throughout the state of Vermont and regionally with bordering states and the Province of Quebec, Canada.
 - 1.1 Objective:** Improve emergency communications in the state.
 - 1.1.a Step:** Align with the objectives and initiatives of the National Emergency Communications Plan.
 - 1.1.b Step:** Implement the Statewide Communications Interoperability Plan (SCIP).
 - 1.1.c Step:** Finalize and implement Standard Operating Procedures across the state of Vermont.
 - 1.1.c.1** Determine command model.
 - 1.1.c.2** Adopt the national nomenclature for the National UHF and VHF Calling and Tactical Channels.
 - 1.1.d Step:** Continue to implement the Communications Equipment Program to replace first responders' antiquated and non-narrowband capable communications equipment and enhance their communications systems.
 - 1.2 Objective:** Implement phase one, the Lifeline System, of the statewide interoperable communications system.
 - 1.2.a Step:** Identify items that are not allowable expenses under federal grant programs.
 - 1.2.a.1** Identify funding sources for these items.
 - 1.2.b Step:** Complete the build-out of the Lifeline System including equipment, engineering, factory staging, system installation, microwave installation, performance bond, site development/civil work and training for identified infrastructure.
 - 1.2.c Step:** Identify and secure licenses for tactical frequencies.
 - 1.2.c.1** Conduct reprogramming of radios, as necessary.
 - 1.3 Objective:** Identify sustainability funding to maintain the statewide interoperable communications system and to meet future mandates (e.g. FCC narrow-banding compliance by 2013).
 - 1.3.a Step:** Explore the option of implementing user fees for the system.
 - 1.3.b Step:** Identify possible local/State/federal funding sources.
 - 1.1 Objective:** Plan for phase two of the statewide interoperability project.
 - 1.1.a Step:** Develop formal written plan for future phase(s).
 - 1.1.b Step:** Identify phase two stakeholders.
 - 1.1.c Step:** Determine priority of P25 compliance.
 - 1.1.d Step:** Identify coverage gaps.
- 2. Goal:** Strengthen the state of Vermont's CBRNE resources, including USAR, Swift Water, IED, HAZMAT and tactical response.
 - 2.1 Objective:** Complete and sustain the Vermont CBRNE teams to include: USAR, Bomb, Swift Water, Tactical, and HAZMAT
 - 2.1.a Step:** Continue planning, training, equipping and exercising based on current needs assessment and After Action Reports.
 - 2.2 Objective:** Ensure typed resources have written Standard Operating Procedures and plans.

- 2.2.a Step:** Research and develop Standard Operating Procedures specific to Vermont's CBRNE teams.
- 3. Goal:** Improve the ability to identify patterns and indicators of criminal and terrorism-related activity in the state to enable successful detection, prevention and enforcement actions.
 - 3.1 Objective:** Enhance the ability of the Vermont Information and Analysis Center (VIAC) to collect, analyze and disseminate intelligence information to federal, state, local and private sector security partners.
 - 3.1.a Step:** Identify funding source to acquire and train additional Criminal Analysts to improve information sharing throughout Vermont, including the management of web based information sharing platform(s).
 - 3.1.b Step:** Certify all Criminal Analysts in the Field of Intelligence Analysis Training and other required standards.
 - 3.1.c Step:** Enhance awareness of services available through the VIAC to the emergency responder community.
 - 3.1.d Step:** Continue to host and participate in intrastate, interstate and international information sharing planning meetings.
 - 3.1.e Step:** Enhance the information sharing platform by conducting regional planning meetings.
 - 3.1.f Step:** Evaluate and enhance the Suspicious Activity Reporting (SAR) statewide process to ensure the following:
 - 3.1.f.1 All SARs are investigated immediately by local law enforcement agencies.
 - 3.1.f.2 All SARs are reported immediately to VIAC and JTTF if appropriate.
 - 3.1.f.3 All SARs are disseminated vertically and horizontally to the appropriate agencies.
 - 3.1.f.4 Ensure that the majority of all sworn law enforcement officers in Vermont complete the SARs online training.
 - 3.1.g Step:** Conduct exercise to evaluate the four Critical Operating Capabilities (COC) at least every two years and address any corrective actions.
 - 3.2 Objective:** Enhance the ability for local law enforcement officers to share information and intelligence with the VIAC by equipping agencies with Mobile Data Terminals.
 - 3.2.a Step:** Continue working with the established Law Enforcement Working Group to complete the distribution of Mobile Data Terminals.
 - 3.2.b Step:** Train and exercise law enforcement officers in information sharing, the use of Mobil Data Terminals, IED recognition/awareness, and WMD response.
 - 3.2.c Step:** Conduct local, regional and international planning meetings to share information.
 - 3.3 Objective:** Continue to support the Vermont Joint Terrorism Task Force.
 - 3.3.a Step:** Support attendance at planning meetings and training opportunities appropriate for their mission.
 - 3.3.b Step:** Support over-time for investigations above the current allotment from the Department of Justice.
 - 3.4 Objective:** Enhance the ability for local law enforcement officers to share information and intelligence with the VCIC and FBI Criminal Justice Information Services by equipping agencies with Live Scan Terminals.
 - 3.4.a Step:** Conduct assessment of priority for Live Scan throughout the state.
 - 3.4.b Step:** Equip agencies with Live Scan.
 - 3.4.c Step:** Train agencies on Live Scan.
 - 3.5 Objective:** Conduct Pre-Incident Indicators (PII) of terrorism training per Goal 7.
 - 3.6 Objective:** Enhance the ability for law enforcement officers to share information and intelligence by equipping agencies with License Plate Readers.
 - 3.6.a Step:** Equip agencies with License Plate Readers based on the assessment.

- 3.6.b Step:** Train agencies on License Plate Readers.
 - 3.6.c Step:** Ensure all agencies with License Plate Readers develop and accept a civil rights policy.
 - 3.7 Objective:** Work collaboratively with the U.S. Border Patrol in planning intelligence led operations to target criminal activity along the northern border.
 - 3.7.a Step:** Participate in quarterly planning meetings to review operations.
 - 3.7.b Step:** Schedule targeted operations along the border.
 - 3.7.c Step:** Carry out targeted operations along the border.
 - 3.8 Objective:** Work with law enforcement partners to determine their Standing Information Needs (SIN's) that will aid the VIAC in documenting and prioritize information that is collected and shared with the law enforcement community in a timely manner.
 - 3.8.a Step:** Work with each Law Enforcement executive to determine their specific information needs
 - 3.8.b Step:** Review results and update the VTIAIC SIN's
- 4. Goal:** Sustain the National Infrastructure Protection Plan (NIPP) in the state of Vermont.
 - 4.1 Objective:** Implement the Vermont Infrastructure Protection Plan (VIPP).
 - 4.1.a Step:** Conduct Vulnerability Assessments for CI/KR, when resources are available, to determine the most critical.
 - 4.1.b Step:** When training is available, train appropriate personnel on how to improve the protection of Critical Infrastructure using the principles of the Vermont and the National Infrastructure Protection Programs.
 - 4.1.c Step:** Reduce site specific vulnerabilities through effective identification of equipment or actions that address security gaps as identified through vulnerability assessments.
 - 4.1.d Step:** Share security information across sectors through implementation of web based Automated Trusted Information Exchange (ATIX) platform.
- 5. Goal:** Improve the level of preparedness throughout the state of Vermont by implementing the state of Vermont Multi-Year Training and Exercise Plan and The Vermont Homeland Security Training Program.
 - 5.1 Objective:** Increase planning efforts through additional training and exercises.
 - 5.1.a Step:** Provide Workshops to stakeholders to develop plans, including, but not limited to:
 - 5.1.a.1 Emergency Operations.
 - 5.1.a.2 Mitigation.
 - 5.1.a.3 Continuity of Operations and Government.
 - 5.1.a.4 Communications.
 - 5.1.a.5 Standard Operating Procedures.
 - 5.1.a.6 Mutual Aid Agreements.
 - 5.1.b Step:** Provide training strategically throughout the four Public Safety Districts on topics including, but not limited to:
 - 5.1.b.1 Train locals on State Emergency Operations Plan.
 - 5.1.b.2 Shelter in place.
 - 5.1.b.3 Commodities distribution.
 - 5.1.b.4 Volunteers and donations management plan.
 - 5.1.b.5 Senior leaders' roles and responsibilities.
 - 5.1.b.6 Shelter management.
 - 5.1.b.7 Local EOP development training.
 - 5.1.b.8 EOP Annex Specific training.
 - 5.2 Objective:** Improve the ability for Emergency Operations Centers to successfully operate at both local and state Operations Centers.

- 5.2.a Step:** Provide training throughout the state including:
 - 5.2.a.1 Roles and responsibilities – teaching statutory responsibilities.
 - 5.2.a.2 Incident Command Post/Emergency Operations Center Interface.
 - 5.2.a.3 Incident Command System.
 - 5.2.a.4 How to develop an Emergency Operations Center.
 - 5.2.a.5 Emergency Management Director training.
 - 5.2.a.6 DisasterLAN training.
 - 5.2.a.7 Continuity of Operations Plan/State Emergency Operations Plan.
 - 5.2.b Step:** Conduct exercises to evaluate the effectiveness of Emergency Operations Center Management.
 - 5.3 Objective:** Improve the ability of response personnel to successfully handle an incident from the incident site.
 - 5.3.a Step:** Provide the following trainings:
 - 5.3.a.1 Incident Command System Training.
 - 5.3.a.2 Position Specific Incident Command Training.
 - 5.3.a.3 Community Emergency Response Team.
 - 5.3.a.4 Incident Command Post/Emergency Operations Center Interface.
 - 5.3.a.5 Disaster Management Software.
 - 5.3.a.6 Military Liaison.
 - 5.3.a.7 Hazmat Operations.
 - 5.3.b Step:** Conduct exercises to evaluate the effectiveness of on-site incident management.
 - 5.4 Objective:** Continue to implement ICS training in accordance with Vermont’s NIMS Implementation Plan and also WMD, USAR, IED, PII, state and local anti-terrorism, Agriculture security and other CBRNE/WMD training approved through the State Homeland Security Training Program
 - 5.4.a Step:** Continue funding of the Public Safety Academy Training Coordinator positions (one at the Fire Academy and one at the Police Academy).
 - 5.4.b Step:** Conduct assessments to determine training needs.
 - 5.4.c Step:** Continue programmatic funding for training.
 - 5.4.d Step:** Provide position-specific training for personnel to support Responder Safety and Health (e.g., safety officers, Hazmat personnel).
 - 5.5 Objective:** Incorporate CBRNE and other specialty Resources, to include, but not limited to, HAZMAT, USAR, Tactical teams, land based search and rescue, bomb, radiation/nuclear and swift water, into the Statewide Exercise program.
 - 5.5.a Steps:** Ensure these special teams participate in the State Training and Exercise Plan Workshop.
 - 5.5.b Steps:** Involve these special teams in planning local and state exercises.
 - 5.5.c Steps:** Continue supporting training academies offerings of specialized CBRNE training to first responders
- 6. Goal:** Establish a comprehensive resource management system at state and local levels.
 - 6.1 Objective:** Develop a resource management plan at the State EOC level.
 - 6.1.a Step:** Engage the state emergency management functions in developing the resource management plan.
 - 6.1.b Step:** Train on the plan.
 - 6.1.c Step:** Exercise the plan.
 - 6.2 Objective:** Develop and update an inventory of typed and other non-typed resources. Resources will be typed according to the FEMA Typed Resource Definitions (508).
 - 6.2.a Step:** Update Vermont’s 2008 FEMA 508 typed resource list.

- 6.2.b Step:** Assess in-state capabilities on new FEMA typed resources.
 - 6.2.c Step:** Develop an inventory of Vermont resources not identified in the FEMA 508 Typed Resource Definitions.
 - 6.3 Objective:** Establish a database system(s) to store resource inventory, Identify needs, order, acquire, track and demobilize resources.
 - 6.3.a Step:** Research other state and local resource database systems.
 - 6.3.b Step:** Develop system (excel, access or other).
 - 6.3.c Step:** Identify sustainment plan for system.
 - 6.3.d Step:** Implement system.
 - 6.3.e Step:** Train people on the system.
 - 6.3.f Step:** Exercise the system.
 - 6.3.g Step:** Share with local stakeholders for use.
- 7. Goal:** Develop a comprehensive program for economic and community recovery.
 - 7.1 Objective:** Develop and maintain plans and procedures for recovery.
 - 7.1.a Step:** Engage the Recovery Task Force in the planning process.
 - 7.1.b Step:** Build recovery plan.
 - 7.1.c Step:** Train on the plan.
 - 7.1.d Step:** Exercise the plan.

Progress Evaluation Plan

The Vermont Homeland Security Unit will provide oversight for implementation of the state's strategic plan. VTHSU has assigned all programmatic monitoring to the Grant Manager on staff. This monitoring will include the local first responder's evaluation of the State Strategy's Implementation progress. During these monitoring visits, staff will examine how the grants impact the local, district, region and state areas relating to all hazards. Staff will identify strengths and areas for improvement relative to the State Strategy and its implementation. Staff will provide feedback to the VTHSU Director for input into the Governor's Homeland Security Advisory Council (GHSAC) quarterly executive meetings to ensure that the State Strategy is on track.

VTHSU will conduct quarterly Working Group meetings to ensure that goals and objectives for each Working Group are implemented. Additionally, VTHSU staff will have the responsibility of making revisions to the Working Group's focus as needed in order to meet those designated goals in the State Strategy. This review will be shared with the GHSAC for coordination.

The lessons learned from exercises and actual incidents and events within the state will be compiled and distributed to all first response organizations in the state. VTHSU will coordinate with the Public Safety Academies to provide WMD, ICS, IED and other approved training for all response personnel. Additionally, the results of exercises and training will be evaluated quarterly.

VTHSU will provide outreach information regarding the state's strategic plan to all local and state officials and the public at large. VTHSU posts the Strategy on the VTHSU web site at www.hsu.vermont.gov. Additionally, VTHSU will provide information on the web site concerning sub-grants, training announcements, Homeland Security sponsored exercises and Vermont's NIMS Implementation Plan.

The Commissioner of Public Safety meets regularly with the Governor and Lt. Governor to review the implementation of the state's Homeland Security Strategy to ensure that all levels of government work towards common goals. The Governor has created a Homeland Security Advisory Council (GHSAC) that is chaired by the Lt. Governor. The mission of the Governor's Homeland Security Advisory Council is to assess the State's overall homeland security preparedness, policies, and communications and to advise on strategies to improve preparedness and response. The Commissioner of Public Safety and Director of VTHSU meet regularly with the GHSAC to seek

advice on implementation of the strategy, as well as to inform Council members on measures taken to improve homeland security.

VTHSU has established a Statewide Grants Review Committee to provide advice regarding fair and equitable distribution of sub-grant funds to local fire, police and emergency medical organizations. The Committee is composed of key stakeholders from state and local first response organizations. Committee members represent career and volunteer fire departments, state and local police, state and local emergency management, local emergency planners and both paid and volunteer emergency medical organizations.

VTHSU and the Grants Management Unit of the Department of Public Safety will provide regular progress reports, including completion of the Initial Strategy Implementation Program, the Bi-Annual Strategy Implementation Report and the Categorical Assistance Progress Report to FEMA staff, providing detailed information regarding grant expenditures and proposed future homeland security measures.

VTHSU will coordinate with local first response organizations, key state staff, the Governor's Office and key federal agencies in Vermont to ensure that all goals and objectives listed in the State Homeland Security Strategy are met in the most efficient manner and to the fullest extent possible. This coordination will occur through the Statewide Grants Review Committee.

VTHSU will coordinate with key local, state and federal partners to ensure that the local and state responders in Vermont receive funding and support to conduct planning, training, exercises and to acquire appropriate preparedness equipment. VTHSU will work with local and state officials and private sector representatives to ensure that critical infrastructure sites in Vermont are adequately protected.